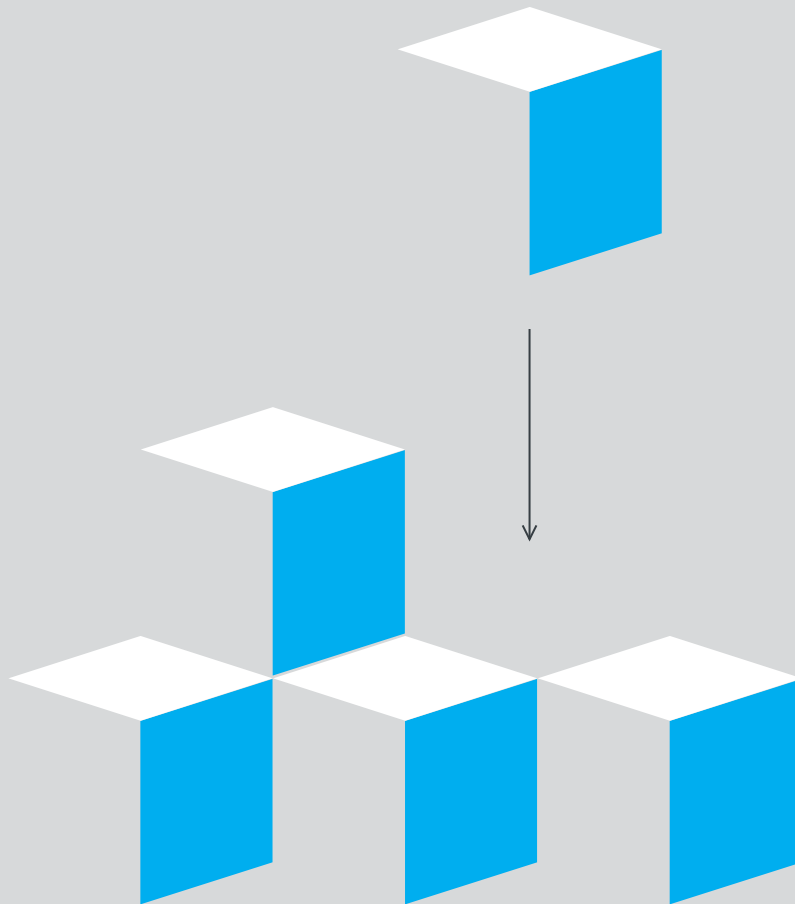


MAYOR OF LONDON

**GOOD GROWTH FUND
STAGE 2 APPLICATION**



GENERAL INSTRUCTIONS

- The first section of the form is a summary of our feedback, including a proposed allocation of funding. Please use the comments provided as a starting point for developing your application, and if anything is unclear please ask your GLA contact
- Applications that are not presented in this template will not be considered.
- Where the response provided exceeds the stated word limit, information beyond the maximum word count will not be considered.
- Completed application forms and supporting documentation should be submitted in electronic (PDF) format by email to **goodgrowthfund@london.gov.uk** by **4pm on 05 January 2018**.
- Feedback cannot be provided on drafts of your application but if you have any queries about how to complete your form please email your query to **goodgrowthfund@london.gov.uk**. Please note the last possible date to do this is 22 December 2017
- A valid application must include:
 - A completed copy of this form including the signed declaration at the end (a digital signature will suffice)
 - A completed funding and milestone schedule (Excel spreadsheet)
 - A signed financial forecast declaration (digital scan or hard copy) from your Chief Finance Officer or equivalent agreeing to the financial forecasts proposed.

DETAILED FEEDBACK

Applicant Contact Name

Lead Organisation Name

Project Name

**Overall feedback indicating project strengths, weaknesses,
and areas to be developed to secure funding**

Proposed allocation of funding

Type of funding

Capital grant

Repayable grant

ESF Revenue

PROJECT SUMMARY AND DESIGN

Please provide an updated version of the project summary from your EOI. Outline the steps involved in delivering your project, making explicit reference to the activities and milestones required to enable delivery and the responsible parties involved

Please provide a brief overview of the context that your project is responding to.

In doing so please set out:

- Any specific socio-economic characteristics which the project is responding to / seeking to influence
- Any existing projects or activities that your project will be looking to complement
- The main groups and communities that the project will impact upon (either directly or indirectly)

Please include additional documents as required to describe the project and its activities (e.g. Location plan / site plan, Site photographs, Design documentation, including reports, architectural drawings, sketches, design and access statements, Planning consents, Business plans)

Design Management Arrangements

The Mayor is committed to the quality of projects across London, particularly where he is investing. As such, we encourage the consideration of design review and wider design management at the outset of projects.

Please describe the design management arrangements that you intend to undertake for each project phase. This will include how you intend on working with the GLA Regeneration Team, any in-house or local authority expertise (design officers, heritage officers etc), and/or any procured professional services. Please also consider when a design review, carried out by a local design review panel or the London Review Panel would be most beneficial.

Headings can be adjusted, added to or omitted as required.

FUNDING SCHEDULE AND MILESTONES

Please populate the attached spreadsheet using clear and achievable milestones (key stages in the delivery of the project that will demonstrate progress) and a forecast spend for all sources of funding related to the project. All GLA spend must be completed on or before 31 March 2021. An additional 12 months – financial year 2021/22 – is allowed in order to collect and validate output and outcome data, during which match funding can also be spent. If relevant, milestones should still be included for activity in financial year 2021/22 even though GLA funding will not be available.

Please also complete and sign the attached financial forecast declaration

EVALUATION AND IMPACT STRATEGY

As part of our commitment to understanding the impact of our interventions, we want to encourage all projects to take a proactive and robust approach to evidence collection and evaluation.

To underpin this process we are asking all projects to think about how you will undertake monitoring and evaluation from an early stage. This section is an opportunity for you to outline how you intend to monitor and evaluate your project, including allocation of resource, strategy, and key areas of focus.

Please refer to the accompanying Monitoring and Evaluation handbook for further guidance.

Your Project Logic Chain

The project logic model is an important foundation for delivery as it provides a clear way to think about the essential components of your project. It provides a summary of the rationale for the project, the activities being delivered and, importantly, the manner in which these activities support various outcomes and impacts.

Building on the above, please use the template attached to complete your project logic chain.

Further guidance on completing the logic chain is provided in the Monitoring and Evaluation handbook.

Components of a logic model

Part 1: Context and Rationale

Part 2: Aims and Objectives



Part 3: Project Design and Activities



Part 4: Project Outputs & Outcomes



Evaluation Focus

The GLA self-evaluation template provides a set of topics that each evaluation will need to cover. It is important that you design your evaluation to respond your project.

Please set out the key questions that you will be looking to answer via your evaluation. In doing so, please identify the audience.

Your Approach to Monitoring and Research

The evaluation will need to summarise the performance of your project against a number of measures. We are keen that projects use both quantitative and qualitative research to come to robust judgements.

Please set out your initial ideas on how you will undertake this research:

- Your approach to gathering information on performance against outcomes
- Your approach to gathering wider qualitative insights on project impact (e.g. case studies)
- Your approach to gathering insight on the project delivery processes (e.g. stakeholder consultation)

Evaluation Resource and Timings

Please provide an overview of the practical mechanisms that you will use to undertake monitoring and evaluation. In doing so please consider:

- Who will be responsible for collecting evidence during delivery?
- How often will information be collected?
- Will the self-evaluation be conducted in-house or externally?
- Have you set out a clear resource plan?

[illegible]

DECLARATION

The declaration must be completed by a Director of the organisation or equivalent. Applications without a completed declaration section will not be considered.

As a public organisation we have to follow the Data Protection Act 1998 and the Freedom of Information Act 2000. We have a data protection policy, which is available from our website at **www.london.gov.uk**

We also have a Freedom of Information policy which is also available from our website at **www.london.gov.uk**

By signing this application form, you agree to the following:

A. We will use this application form and the other information you give us, including any personal information, for the following purposes.

- To decide whether to award your proposal support.
- To provide copies to other individuals or organisations who are helping us assess and monitor support. After we reach a decision, we may also tell them the outcome of your application and, if appropriate, why we did not offer you support.
- To hold in our database and use for statistical purposes.
- If we offer you funding or support, we will publish information about you relating to the activity we have funded, including the amount of funding and the activity it was for. This information may appear in our press releases, in our print and online publications and in the publications or websites of any partner organisations who have funded the activity with us.

B. You have read the GLA data protection and freedom of information policies and accept how we generally plan to treat your application and other related information if someone asks to see it under the Freedom of Information Act 2000.

Tick this box if you consider that we should treat your proposal as confidential information.

Tick this box if you consider that we should treat your financial information, such as your budget and any business plan, as confidential information.

Tick this box if there is any other information you have provided that you consider to be confidential information. You must tell us what that information is and give us your reasons below or in a separate letter. If you are sending us a separate letter, please write 'letter included' below.

- C. Please note that your project summary and any images or videos that you supply may be published if your project is selected for further development or if you are asked to submit a more detailed application form. By submitting this text and any accompanying materials you give us full permission to use them on our website and in other publications and marketing materials produced by the Mayor of London.**

Declaration

I certify that the information provided in this Expression of Interest is complete and correct and that I have the authority to submit this application on behalf of the applicant organisation.

Signature



Print Name

Position

Date



GOOD GROWTH FUND

Expression of Interest form

GENERAL INFORMATION

All sections of the form do not need to be completed for an application to be accepted. If we are requesting information you do not currently have access to or understand then don't worry, we will still read your submission. If you are unable to respond to any sections please indicate this with N/A and add an explanation as to why this information cannot be provided.

Applications that are not presented in this template will not be considered.

Where the response provided exceeds the stated word limit, information beyond the maximum word count will not be considered.

Additional information in support of your proposal will be considered, this may be information which helps us to understand your project better or which supports a specific aspect of the proposal (for example evidence of demand, need or support). Supporting information may be documents (e.g. survey results, user-centred research, soft market testing, feasibility studies), but may also be in other media formats, including images, videos, links to information on the internet or social media, a Twitter poll or Facebook page. You will not be penalised if this is not included as it will not form part of our scoring assessment.

Completed Expression of Interest forms and supporting documentation should be submitted in electronic format (in both word and PDF format) by email to goodgrowthfund@london.gov.uk by 4pm on 04 September 2017.

Feedback cannot be provided on drafts of your application but if you have any queries about how to complete your form please email your query to goodgrowthfund@london.gov.uk. Please note the last possible date to do this is 28 August 2017

SECTION 1: CONTACT INFORMATION

Name of organisation:

198 Contemporary Arts and Learning

Applicant contact name:

Lucy Davies

Applicant contact email:

lucy@198.org.uk

Lead organisation name:

198 Contemporary Arts and Learning

Lead organisation address:

198 Railton Road
London SE24 0JT

Lead form of lead delivery organisation

Public Sector body ☐ Charity ☒ CIC ☐ Cooperative ☐ Limited Company ☐ Unincorporated organisation ☐ Other ☐

If 'Other' Please explain further

Registered company or charity number (if relevant): 801614

Project Address (if different from applicant):

Please indicate other participating organisations and the nature of their support for the project:

Raw Material Music and Media, Photofusion and Hatch Enterprises are partners in the Factory project which will be housed on the 1st floor of the new building. 198 has a long history of partnership working with these organisations having delivered targeted and universal services to young people in Lambeth as part of a consortium since 2008. An outline of the Factory project and supporting letters are attached.

Hurst Street Tenants and Residents Association are a partner in the delivery of community events and meetings at 198CAL, and a partner in the participatory design process for the development. 198 is a member of Herne Hill Forum and they are supporting the application as part of the wider plan for Herne Hill and will also be a partner in the design process.

Carver Haggard is the architectural practice supporting the development and a supporting letter is attached.

Lambeth Arts and Arts Council England are both funders of 198 CAL and are supportive of the development project which align with their current priorities, particularly around diversity, employment and support for young people.

How will the project be managed? If you will you need to bring in additional resources to deliver the project please describe these arrangements?

The redevelopment project will be managed by CarverHaggard. CarverHaggard will act as the lead consultant; leading the design, coordinating the project, and managing the process and stakeholder liaison, working with our collaborators and stakeholders to develop and deliver the design and construction of the new facilities.

We have worked with CarverHaggard, an experienced and innovative local RIBA Chartered Practice, over the last 3 years to develop the plans for the redevelopment of 198 CAL. The core multi-disciplinary consultant design team includes Stockdale Quantity Surveyors, Entuitive Structural Engineers, and Max Fordham Environmental Engineers. We also draw upon the support of the team at Lambeth Council and a network of legal and financial advisers through our community links.

William Haggard reports directly to Lucy Davies at 198 CAL, and CarverHaggard prepare stage reports coordinating the work of the other consultants for the Trustees at key stages for sign-off and feedback.

This arrangement will continue as the project progresses to Planning and Construction. A Project Steering Group has been established to support the delivery of the project and facilitate consultation with stakeholders including partners, audiences, beneficiaries, Lambeth Council, Herne Hill Forum and the Tenants and Residents Association.

Are you related to or do you have any contact with any elected GLA officials or members of our staff? Yes ☐ No ☒

If yes, please tell us about your relationship with them and their name (or names) and which team they work in:

Are you submitting more than one application to GGF? If yes, please list all of your other applications in your order of priority:

NO

SECTION 2: PROJECT DESCRIPTION AND DETAILS

Project title

198 Contemporary Arts and Learning

Project aim

Describe the general context, specific issue you are seeking to address, and overall purpose of your project. In describing your project you should consider how it will relate to the three wider themes of People, Places and Prosperity listed on pages eight, ten and twelve of the prospectus

198 Contemporary Arts and Learning is a centre for visual arts, education and creative enterprise. Our stakeholders include:

- *artists and curators of colour*
- *young people from BAMER communities seeking careers in the creative industries*
- *audiences seeking more diverse visual arts*
- *our local community*
- *partner arts organisations*
- *partner community organisations*

The lack of diversity and equality in the visual arts and the creative industries is under the spotlight. Recent reports from CIC, ACE, the Warwick Commission, the GLA, and LB Lambeth all emphasise the need for action.

Our work is framed by our local communities and the history of the Brixton uprisings from which we sprang. Our work is informed by a policy context that calls for greater action on equality, and is shaped by unfulfilled demand for diverse visual arts and access to creative careers.

We have a clear line of sight on how to scale our impact for all stakeholders and across all our work.

- *In July this year we were granted NPO status by ACE for the first time, placing us within their national portfolio. This guarantees our core artistic programme for at least the next four years.*
- *In 2015 we succeeded in acquiring the freehold on our home of the last 30 years: 198 Railton Road.*

We intend to redevelop this site, tripling the space by building a new 3 storey arts, education and community resource on the site of the existing building:

- *One floor will be dedicated arts exhibitions and community events*
- *One floor dedicated to creative skills, education and enterprise, under the "Factory" banner, in partnership with Raw Material, Photofusion and Hatch Enterprises*
- *One floor providing studio space for creative industry startups and freelancers, which will also provide an new income stream to further enhance our sustainability.*

Our plans strongly align with the themes of the Good Growth Fund:

Empowering People:

- *increase opportunities for young people from BAMER communities to access high quality skills, employability and enterprise training by scaling up proven model.*
- *increase Londoner's access to diverse visual arts through improved and expanded exhibition space*

Making Better Places:

- *an exemplar of multi-functional community asset, with a balanced mix of young and old, commercial, educational and cultural*
- *part of the Herne Hill local neighbourhood plan*

Growing Prosperity:

- *increase in affordable space for entrepreneurs, freelancers and startups in the creative industries*
- *increase in enterprise skills training and mentoring for creative industry startups under Factory banner*

Project summary

Briefly summarise your project, explaining the activities that are required to deliver it. Where possible, please make reference to the eight actions listed on page fourteen of the prospectus

We are seeking funds towards the capital costs for redevelopment of the 198 CAL premises. These funds will be used to cover:

- *Stage 4 Technical Design and preparation of tender documentation*
- *Selection of delivery partners*
- *Construction and fit out*
- *Launch of new facilities*

Attached for reference is our Pre-App report and response from Lambeth Planning Department. We have commenced process for full Planning Application and target a decision by January 2018.

The 198 CAL redevelopment represents an exciting and innovative mix of visual arts, community resource, industry skills training and creative enterprise across three floors:

Ground floor: Arts exhibition and community events space

Offering artists the best environment in which to showcase their work. Nurturing emerging talent and creating opportunities for artists at the start of their career. Supporting artists of colour, especially elders whose work may have been overlooked and brokering artistic dialogue across the generations. Extension of community events, such as tenants association meetings and diverse community social events currently hosted.

First floor: Factory

A permanent home for Factory, a creative enterprise consortium of 198CAL, Raw Material, Photofusion and Hatch Enterprises. Factory will be a shared space for arts and enterprise, a platform for launching new creative businesses, and an agency for emerging talent. Factory will be a place where young people with creative ambitions can practice, refine and deliver a new service to market.

Second floor: Creative industries incubator

Incubator and studio space for creative industry start-ups and freelancers, including alumni of the Factory training and accelerator programmes.

The development of the 198 premises will deliver on the following actions:

Back small businesses

- *Creating incubation, acceleration and learning space for young people from BAMER communities.*

Create workspace

- *Creating workspace for artists, makers and others in the creative industries*

Build skills and employability

- *Enhancing and extending our capacity to deliver creative industries skills and enterprise training for BAMER and other groups furthest from the labour market*
- *Supporting young people into self-employed and freelance careers in the creative industries, supporting entrepreneurship and launching new businesses*

Community-led regeneration

- *Developing an asset of community value*
- *Part of Herne Hill local neighbourhood plan*

Share culture

- *Investing in cultural infrastructure for London, reflecting heritage and identity of Brixton and enabling greater access to diverse visual arts for Londoners*
- *Investing in a grassroots cultural and social venue building on our success over last 30 years*

SECTION 2A: FUNDING

The Good Growth Fund will expect to fund up to 50 per cent of the total project value, with the remainder covered by match funding. Applicants should be aware that the majority of the available funding is capital funds, so we would encourage revenue elements of projects to be funded via match. European Social Fund revenue grant funds are available for projects which will be co-commissioned with the GLA and will deliver employability and skills outcomes.

What is the start date of your project?

*February 2018 - RIBA Stage 4 Technical Design and submissions
November 2018 – Construction starts on site*

What is the end date of your project?

September 2019 – Launch of new facilities

Total project cost (including match funding)

The total project cost is currently estimated at between £850,000 - £1,050,000 + VAT subject to options currently under review, including all capital costs, fees, and contingency.

The following figures are based on a project budget of £950,000 + VAT. An elemental cost plan with detailed cost options for levels of specification and phasing, including final design team fee proposals, will be prepared as one of the Stage 3 project outputs.

Funding requested from Good Growth Fund

Please specify which type(s) of funding you are interested in applying for, and if possible the specific amounts

Types of Good Growth Funding available (please tick if interested)	Amount (£,000)
Capital Grant <input checked="" type="checkbox"/>	£475,000
Repayable Grant (Loan) <input type="checkbox"/>	
European Social Fund <input type="checkbox"/>	
Total	

In addition to the above funding options, the Crowdfund London programme offers small-scale grants in the form of pledges towards crowdfunding campaigns by organisations or partnerships seeking to raise funding for community-led projects. For further detail on this fund and whether it is suited to your project, please see [<https://www.london.gov.uk/what-we-do/regeneration/funding-opportunities/crowdfund-london>].

Have you secured any match funding?

Please indicate the amount and whether the funding has already been committed to the project, has been requested or is your realistic estimate of what might be secured

Source of Funding	Amount (£,000)	Committed, Requested, or Estimate
Arts Council England	£300,000	Estimate
Corporate Sponsor	£75,000	Estimate
Trusts	£75,000	Estimate
Crowdfunding	£25,000	Estimate
Total	£475,000	

If possible, please outline clear and achievable milestones that will constitute delivery (preparation, construction, operation etc.), when you forecast them to occur, and the amounts of funding associated to them

Milestone/description of activity	When will the activity take place?	Budget forecast
Development of architectural design and preparation of Planning Application	September – October 2017	£4,750 + VAT (already funded)
Submission of Planning Application	October 2017	£2,500 (already funded)
Completion of coordinated RIBA Stage 3 including full Design Team consultant reports, intrusive surveys, and elemental cost plan.	October – November 2017	£12,500 + VAT (already funded)
Award of Planning Application	December 2017 – January 2018	n/a
Completion of coordinated RIBA Stage 4 Technical Design and technical submissions	February – May 2018	£65,000 + VAT (Estimate)
Completion of project fundraising	October 2018	£885,000 + VAT (Estimate) to be drawn down over subsequent construction period

Selection of Contractor and other delivery partners	May - September 2018	As above
Contractor Appointment	October 2018	As above
Construction Work	November 2018 – July 2019	As above
Recruitment of Staff	April 2018 – June 2019	Project running costs / income (separate funding streams)
Project handover and soft launch, trial period	July 2019	Project running costs / income (separate funding streams)
Public Launch	September 2019	As above
Report/review of outputs	March 2020	
Report/review of outputs	September 2020	

SECTION 3: DEMAND AND SUPPORT

Applicants should outline why the proposed actions represent good value for money, and knowledge or awareness of any complimentary projects which will bring strategic added value to their proposal, and provide an estimate of potential outputs and outcomes

What local engagement has been undertaken so far and how can you evidence demand or need for your project? If you can, please attach or provide links to any evidence of this, including local support that might exist (e.g. letters of support, a Twitter poll, Facebook page, user-centred research). If possible, describe if the project complements any other initiatives and if possible demonstrate any strategic advantages?

Consultation with local residents and tenants associations on our plans for development of the 198 CAL premises began in 2016 following our purchase of the premises. A letter of support is attached from Jim Dixon, our local ward councillor.

We also work closely with the Herne Hill Forum and the redevelopment of the 198 CAL premises will be part of the Herne Hill Local Neighbourhood Plan which they are leading. Letter of support attached from George Hornby, Chair of the Herne Hill Forum.

In developing our plans for the Factory project we have consulted widely with local businesses and attach a letter of support from Devon Thomas, Chair of Brixton Business Forum. Letters of support are also attached from our partners within the Factory project.

Our proposal directly addresses the strategic concerns of the Creative Industries Council, the GLA, Arts Council England and the Warwick Commission on the Future of Cultural Value in the UK. Relevant quotes are included below and copies of full reports attached.

The 2016 CIC report "Create Together":

"The demographics of the creative industries are a long way from reflecting the population as a whole, with certain groups remaining significantly under-represented, resulting in lost opportunities for business."

"The greatest creativity is fuelled by difference, openness and diversity of talent".

The GLA report "London's creative industries - 2017 update":

"However, despite positive trends, other groups are relatively underrepresented in London's creative sector. For example, in 2016...23.4 per cent of creative economy jobs were filled by people from BAME groups, compared to 32.9 per cent of jobs outside of the creative economy."

The 2015 Warwick Commission Report on the Future of Cultural Value:

"The diversity of the creative workforce in Britain has progressively contracted over the past five years in relation to gender, ethnicity and disability. ...this is bad for business as well as for society."

"Making decisive progress is both a social and economic imperative, and work needs to be done across the Cultural and Creative Industries Ecosystem to achieve this goal. We cannot fully enrich Britain unless we do."

The 2016 ACE report "Equality, Diversity and the Creative Case":

"Diversity is a key issue for our society, and for the arts and cultural sector."

The LB Lambeth Strategic Plan provides the right context and further support for our plans:

"The lack of suitable employment opportunities has been recognised by residents as one of the top three issues it wishes the council to address."

"There is an opportunity to maximise ...the growth potential of the creative and green industry sectors"
"There is demand for additional affordable and flexible business space to meet small and medium enterprise (SME) and start-up business needs"

What stage are you at in the development of your project

Concept ☐ Feasibility/Research ☐ Business case completed ☐ Procurement ☐ Planning submitted ☐
Planning approved ☐ Ready to deliver ☐ Other ☒ If 'Other' Please explain further

We have completed the following stages:

- *Initial research and feasibility study, developing and testing a viable model for the expanded operation of 198 CAL*
- *Business Case completed*
- *Commenced stakeholder engagement and design work to RIBA Workstage 2, seeking Pre-Application advice from Lambeth Council (attached), with Lambeth's response received in August 2017 (attached).*
- *Design team selected and design work for Planning Application underway, based on positive feedback from Lambeth Planning and clarifications on matters of policy and massing.*
- *Planning Application will be submitted in October 2017 and targeted for decision January 2018.*

SECTION 3A: OUTPUTS AND OUTCOMES

Please indicate appropriate outputs and outcomes to quantify the level of impact your project will have, and describe how your project will lead to them. Please use page twenty of the prospectus, and the suggested metrics included below as a prompt (these are merely an initial indication of priorities to help applicants and by no way definitive). We understand that figures will be estimates at this stage, but please make them as realistic as you can, and projects in the development stage which do not have access to this information should not be discouraged from applying. As the Good Growth Fund develops, we will encourage our delivery partners to set objectives against a number of different indices which we will monitor and evaluate during the lifetime of their projects.

Output or outcome measure	Definition	Target
New jobs being created	New - should not have existed in the London borough or the employer before the intervention. Permanent - should have a life expectancy of at least 26 wks. FTE - 35hrs or more per wk.	4
Improved Gallery exhibition spaces	Improved: significant improvement in the quality of the built environment through improved use of space, urban design and improved quality of materials used. Could be linked to measurement of time savings, reductions in road safety incidents, increased perception etc. New: space which was previously not for public use which is transformed into pavement, road, street furniture & park area.	225 sqm
New employment and enterprise skills space space (m2)	Improved: significant improvement in the quality of the built environment through improved use of space, urban design and improved quality of materials used. Could be linked to measurement of time savings, reductions in road safety incidents, increased perception etc. New: space which was previously not for public use which is transformed into pavement, road, street furniture & park area.	225 sqm
New business units	Improved: significant improvement in the quality of the built environment through improved use of space, urban design and improved quality of materials used. Could be linked to measurement of time savings, reductions in road safety incidents, increased perception etc. New: space which was previously not for public use which is transformed into pavement, road, street furniture & park area.	175 sqm

Increase in business turnover	Increased financial turnover of 198 CAL (excludes anticipated increase in turnover for Factory partners Raw Material, Photofusion and Hatch Enterprises)	X 2.5
Increase in visitor satisfaction	Increase in visitor satisfaction in the target area over agreed period.	50%
Increase in footfall	Also known as People Counting or Shopper Counting, as the measurement of the number of people entering passing a certain location or entering a shop or shopping mall. An increase in footfall is measure from the baseline position over a period of time compared to another survey after an expected change or trend has taken place.	X 2
Entry into employment	New – A London resident who was economically inactive, unemployed or NEET (Not in Education, Training or Employment) before the intervention, accesses employment as a result of the support received. Permanent - should have a life expectancy of at least 26 wks.	60pa
Sustained Employment	New – A person who has already achieved an Entry into Employment via the intervention remains in work for at least 26 weeks out of 32.	45pa
Progression in Work	New – A London resident in low-skilled or low-paid employment achieves an uplift in their employment status as a result of the support received. Examples of an uplift include a promotion, a pay rise or additional hours.	15pa
Entry into HE/FE		60pa
Launch of new businesses		20pa
Launch of new freelance careers/ self-employment		20pa
Development of portfolio and/or business plan		120pa
Access to apprenticeship and/or work experience opportunities		120pa
New BAME artist careers launched		15pa
People supported	New – A London resident actively participates in the project. This may be as a member, user, volunteer, participant, or beneficiary.	16,000

Please include a brief description here of how each output measure relates to the overall project

This project will deliver:

Four sustainable, high quality FTE jobs in arts admin, employment skills training and studio management will be created as part of the project via the expansion of our activities, the creation of the revenue generating studio and events space and via the creation of a permanent home for the Factory project.

On the ground floor, a total of 275 sqm of improved or rebuilt (tbc) exhibition and community events space.

On the 1st floor, a total of 275 sqm of new space constructed for use as employment and enterprise skills training facilities.

On the 2nd floor, a total of 175 sqm of new space constructed for use as studio rental and incubator for creative industry startups, SMEs and freelancers.

We anticipate an increased in our financial turnover of two and a half times, based on

- increase in grant funding for exhibitions, increase in fees from sales and increase in income from event hire
- increase in grant funding, corporate sponsorship and commercial revenues from Factory
- revenue from rental of studio and incubator space
- this estimate excludes anticipated increase in turnover for Factory partners Raw Material, Photofusion and Hatch Enterprises

While it's difficult to provide any accurate assessment of the impact of the new premises on visitor satisfaction, we are clear the new facilities will be a significant improvement for visitors to arts exhibitions and community events, project partners and those attending employment and enterprise skills training compared to current facilities.

Increase in footfall is also difficult to accurately estimate, but with enhanced facilities for exhibitions in particular, we are planning for a two-fold increase in footfall. While we anticipate a greater rise of up to 4 times the number of young people engaged in employment and enterprise training, this is from a relatively small base.

A total of 60 young people will enter employment each year as alumni of our Factory programme. At least 90% will be from BAMER backgrounds or will have complex needs such as mental health that place them amongst those furthest from the labour market.

Of the 60 young people above, a total of 45 will sustain their employment beyond 26 weeks based on extending current programme impact. Again, over 90% will mainly be from BAMER backgrounds or with complex needs such as mental health that place them amongst those the furthest from the labour market.

A total of 15 young people, either freelance, self-employed or employed within a startup or early stage SME will achieve an uplift in their employment status, thereby making their employment status more sustainable.

A total of 60 young people will enter HE or FE each year as alumni of our Factory programme. At least 90% will be from BAMER backgrounds or with complex needs such as mental health that place them amongst those furthest from the labour market.

A total of 20 new creative businesses launched as part of our Factory programme. At least 90% will be from BAMER backgrounds or with complex needs such as mental health that place them amongst those furthest from the labour market.

A total of 20 new freelance creative careers launched as part of our Factory programme. At least 90% will be from BAMER backgrounds or with complex needs such as mental health that place them amongst those furthest from the labour market.

A total of 120 participants per year developing their creative portfolio, and/ or developing a business plan as part of our Factory programme. At least 90% will be from BAMER backgrounds or with complex needs such as mental health that place them amongst those furthest from the labour market.

A total of 120 participants a year gaining access to apprenticeship and/or work experience opportunities as part of our Factory programme. At least 90% will be from BAME backgrounds or with complex needs such as mental health that place them amongst those furthest from the labour market.

A total of 15 BAME artists will be given their first show at 198 CAL each year. 198 has a truly impressive track record in this regard with half the artists exhibited in the Diaspora Pavilion at Venice Biennale 2017 having had their first solo show at 198 CAL.

A total of 16,000 people gaining access to diverse visual arts as audiences and participants in projects.

SECTION 3B: LEGACY

Provide a brief description of your current ideas or plans to ensure ongoing delivery and management of the facility or service after the end of the Good Growth funding period

We have been granted NPO status by Arts Council England, which guarantees our core artistic programme for at least four years. This will enable us to continue and extend an innovative programme of visual arts exhibitions and participatory projects as well as supporting opportunities for curatorial and arts administration access for artists of colour and young people from BAMER backgrounds.

Part of the NPO funding has been set aside to support the development of emerging young leaders in the UK's diverse visual arts sector. We expect this new generation to become leading curators, gallerists, arts CEOs and trustees both of 198 and other arts venues.

The Factory project is a consortium of 198CAL, Raw Material, Photofusion and Hatch Enterprises. The Factory is currently supported by revenue from existing trusts and funds including DCLG, Peter Cruddas Foundation, Walcott Foundation, Henry Smith Charity and Comic Relief. We are targeting additional funding from corporate sponsors for high profile elements such as the Accelerator and we are also working with business consultants Numbers for Good to develop an investment model for social finance to further extend the impact of our work.

Rental income from the studios/ incubator on the top floor will provide an additional revenue stream for 198 CAL, covering core overheads and further enhancing our long term financial sustainability. An increased revenue stream is also expected from hire of the ground floor for events. As 198 has no financial liability on the existing premises this income will be used to cover core costs, greatly increasing

SECTION 4: DECLARATION

The declaration must be completed by a Director of the organisation or equivalent. Applications without a completed declaration section will not be considered.

As a public organisation we have to follow the Data Protection Act 1998 and the Freedom of Information Act 2000. We have a data protection policy, which is available from our website at www.london.gov.uk

We also have a Freedom of Information policy which is also available from our website at www.london.gov.uk

By signing this application form, you agree to the following:

- A. We will use this application form and the other information you give us, including any personal information, for the following purposes.
- To decide whether to award your proposal support.
 - To provide copies to other individuals or organisations who are helping us assess and monitor support. After we reach a decision, we may also tell them the outcome of your application and, if appropriate, why we did not offer you support.
 - To hold in our database and use for statistical purposes.
 - If we offer you funding or support, we will publish information about you relating to the activity we have funded, including the amount of funding and the activity it was for. This information may appear in our press releases, in our print and online publications and in the publications or websites of any partner organisations who have funded the activity with us.
- B. You have read the GLA data protection and freedom of information policies and accept how we generally plan to treat your application and other related information if someone asks to see it under the Freedom of Information Act 2000.

Tick this box if you consider that we should treat your proposal as confidential information. ☐

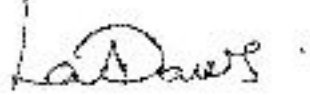
Tick this box if you consider that we should treat your financial information, such as your budget and any business plan, as confidential information. ☐

Tick this box if there is any other information you have provided that you consider to be confidential information. You must tell us what that information is and give us your reasons below or in a separate letter. If you are sending us a separate letter, please write 'letter included' below. ☐

- C. Please note that your project summary and any images or videos that you supply may be published if your project is selected for further development or if you are asked to submit a more detailed application form. By submitting this text and any

accompanying materials you give us full permission to use them on our website and in other publications and marketing materials produced by the Mayor of London.

To the best of my knowledge, I confirm that the information supplied on this form is correct and complete. If successful, this organisation will use the funding only for the purpose shown in this application.

Signed: 

Name: Lucy Davies

Position: Director

Date: 4th September 2017